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硕 士 学 位 论 文

# 基于岗位胜任力模型的 A 公司客户经理 培训体系优化研究

A Research on Customer Manager Training System  
Optimization in A Company's Based on the Competency Model

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## 摘 要

A 公司的房地产业务原来主要是以开发销售型项目为主，受宏观调控和经济环境变化的影响，迎来前所未有的严峻考验，目前公司已经不具备条件继续原来的业务模式，因此公司及时调整发展战略，将专业运营持有型物业项目作为主要发展方向，启动物业项目运营工作的全面升级。业务模式转型对工作要求提升，也对人力资源管理提出新的要求，原有的业务模式下的人员配置显然不能满足业务转型的要求，物业运营人员数量和素质存在较大的缺口。公司原有的培训主要是从岗位职责出发，关注当前工作的需求，无法适应新的培训要求，培训工作急需系统性优化，以满足业务转型的需要。

基于胜任力模型的培训体系具有前瞻性的特点，关注人的潜在素质，深入分析优秀绩效的驱动因素，挖掘出提升员工个人绩效、团队绩效的内在因素，在此基础上的培训有利于实现提升绩效的目标，这正符合 A 公司目前发展阶段的需求。本次研究以客户经理岗位为切入点，基于胜任力模型构建培训优化方案。

本文梳理了胜任力模型理论和企业培训相关理论知识；分析了 A 公司客户经理培训现状及问题，以及基于岗位胜任力模型优化培训体系的必要性；采用焦点小组访谈法、战略推导法以及专家问卷调查法构建了客户经理岗位胜任力模型；然后基于胜任力模型设计客户经理培训体系优化方案，包括以胜任力模型为基础的培训需求分析、培训计划的制定与实施、以及培训评估方案；提出了培训优化方案实施的保障措施，包括组织保障、制度保障、资源保障等。基于胜任力模型构建培训优化方案，对 A 公司是一次积极的尝试，对改进公司人力资源培训工作会产生一定的推动作用。

**关键词：**胜任力模型；培训体系优化；客户经理

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## Abstract

Affected by the macro control and the change of economic environment, A company's real estate business, mainly project development and sales, is facing the harshest ordeal ever. The company is now forced to make a timely adjustment of development strategy by transforming its original main business to property project operating and management. This transformation calls for higher working requirements and new requirements on human resources management as well. Obviously, the original staffing cannot meet the requirements of the transformation. There is a big shortage of trained professionals in the business of property operating and management and this shortage lies in both the quantity and quality of the personnel. The original training is directly related to the job duties and cannot meet any new requirements. There is an urgent need for optimization of the training system so as to meet the requirements of the transformation.

The competency-based training system is characterized by prospective goals, fostering human's potential qualities, dissecting the driving factors leading to outstanding performance, and exploring the inherent factors to improve the individual and team performance. Training based on these will facilitate realization of the goal of improving performance, which is exactly what A company needs at this stage of development. Taking customer manager position as a starting point, this paper will discuss construction of a training optimization program based on the Competency Model.

The structure flow of this paper is: Competency Model theories and related theories of the enterprise training; The status quo and problems of customer manager training in A company and the necessity to optimize the training system based on the Competency Model; Construction of the Competency Model for customer manager positions using the methods of focus group interview, strategic derivation and expert questionnaire; Designing an optimization program for customer manager training system based on the Competency Model, including training needs analysis based on the Competency Model, planning and implementation of the training, and assessment program of the training; Supporting measures for implementation of the training optimization program, including the organizational support, the systematic support and the resources support. It's an active attempt for A company to construct the training optimization program based on the Competency Model. It will promote improvement of the human resources training in A company.

**Keywords:** Competency Model; training system optimization; Customer Manager

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